

KELLI PIERCE

kellipierce@gmail.com ♦ 813-335-2366 ♦ www.linkedin.com/in/kfpierce

SKILLS & COMPETENCIES

Organizational Transformation | Executive Leadership
Influencing and Negotiation | Cross-Functional Management
Strategic Planning | Program Management | Risk Management
Acquisition Integration | Change Management & Governance
Budget Management | Financial Stewardship
Building Strategic Partnerships | Managing Third-Party Vendors
Process Transformation | Lean Methodology | Six Sigma
Customer Experience Management | Employee Engagement
Building and Leading Teams | Talent Development

High-Performance Executive: Strategically-oriented, energetic, customer-focused business leader with a consistent track record of motivating and inspiring cross-functional teams to collaborate across boundaries through the fast and efficient implementation of process reinventions to increase revenue, improve quality, decrease costs, and enhance operational efficiency and effectiveness

Trusted Change Agent: Motivated and passionate business operations expert with a consultative style and strong negotiation skills who leverages her resourcefulness to proactively and quickly identify opportunities in ambiguous/complex environments, modify solutions to meet stakeholder needs, and deliver impactful solutions across a global footprint

PROFESSIONAL HISTORY

Senior Vice President, Product Design & Operational Excellence – Mastercard; St. Louis, MO April 2019 - Present

- Defined, built, recruited, & grew new organization to transform operations - including project management, call centers, & technology issue resolution - to enable scale of rapidly growing product lines supporting >\$2B revenue
- Developed product readiness framework, designed product operations for scalability of new product deployments
- Identified risk vulnerabilities, implemented remediation plans for risk closure, and, in working closely with C-Suite executives, prepared updates for Mastercard's Board's Audit Committee on operational and risk excellence progress
- Established vendor governance procedures with Legal, Sourcing, Privacy, and Security to minimize data vulnerabilities associated with suppliers' data sharing practices; established new business vertical to accelerate improvements
- Established low-code automation COE, delivering over \$250,000 in savings in the first three months
- Enhanced and simplified platform onboarding and provisioning procedures resulting in a reduction of the number of steps in the process by 50% to improve customer experience and enable new sales opportunities
- Built capacity management plans, workflow optimization procedures, and workload reduction protocol for platform servicing team to improve both client experience and margin: reduced ticket resolution time by 60% and cost by 13%
- Led transformational initiatives to reengineer processes and build technology automation to improve billing functions and reduce manual billing all while recovering and preventing future revenue leakage of \$21MM per annum

Senior Vice President, U.S. Media Operations – Nielsen; Tampa, FL May 2017 - March 2019

Responsible for a budget of \$380MM, an organization of ~4500 regional associates, product lines for daily, weekly, monthly data services which deliver over \$2.5B in annual revenue

- Drove strategic business program consisting of process, organizational, and technological transformation initiatives which will drive operational excellence yielding \$75MM in annualized, sustainable OpEx and CapEx savings
- Built a high performing team focused on customer quality to ensure maintenance of gold-standard accreditation; used data to set reduce rework by 60%, created transparent plans for external use/communication
- Launched analytics transformation to build automated, efficient workflows to deliver \$15MM annualized savings
- Developed operational framework to turn around a product line which had 61% on time delivery and remaining deliveries were previously months behind schedule; 100% of products now delivered on time with high quality
- Delivered \$47MM annualized savings by retiring a 62-year-old service which required downsizing of 700 roles; managed FTE reduction while maintaining delivery continuity and high quality of service until product fully retired
- Improved organizational engagement by 19% by developing and executing against a cultural improvement strategy which focused on greater associate accountability, goals/expectation clarity and increased recognition

Vice President, Operations – Nielsen; Tampa, FL – TV, Digital, Audio, Scarborough

June 2015 - April 2017

Responsible for a budget of \$32MM, an organization of 600+ global associates, product lines for daily/weekly/monthly services which delivered \$1.4B in annual revenue

- Owned project execution of initiatives which collectively improved quality by 15%, reduced cost by 9%, and sustainably supported 24% volume growth to improve Nielsen's ability to meet its service level agreements
- Successfully deployed 4 strategic products into sustainable day-to-day operations by developing processes, capacity models, KPIs, and support structure to ensure quality and on-time delivery targets were consistently met
- Developed operations strategy, inclusive of operational control, organizational structure, and product delivery processes to support newly integrated offerings to ensure operational excellence
- Transitioned team from another org unit into Operations; improved cycle time by 80% through process re-mapping, creating clearly defined roles and accountabilities, and establishing escalation procedures for rapid issue resolution

Director, Operations – Nielsen; Tampa, FL – Brand Effect, Entertainment, IMS

April 2014 - May 2015

Responsible for a budget of \$16MM, an organization of 180+ associates across 7 domestic and international locations, and daily/weekly deliveries of products across 29 countries which delivered \$175MM in annual revenue

- Defined and conducted a Lean / Six Sigma process improvement project which decreased cycle time by 30% and delivered \$810k of annualized savings by reducing non-value added activities and transforming the process flow
- Identified efficiencies across the portfolio to deliver a total of \$2.64MM of annualized savings
- In partnership with technology teams, wrote business cases and road maps for platform rewrites; implementation of new platforms reduced cycle time and quality issues while further enabling portfolio platform integrations
- Improved quality and on-time delivery of products by 20% through establishment of KPIs, issue tracking, root cause analysis, FMEAs, and sustainable solution implementation
- Reduced attrition from 65% to 48% by conducting analyses on rationale for voluntary exits and marketplace compensation; implemented new compensation and organizational model which addressed associates' needs
- Operationalized and deployed new products supporting \$5MM in driving growth of incremental revenue while maintaining healthy margins

Operations & Technology Program Manager – Nielsen; Tampa, FL – International Media

May 2012 - March 2014

- Managed high-visibility and rapidly-evolving strategic program to facilitate integration Operations teams in an international environment across 39 countries, resulting in a 16% reduction of a \$50MM budget
- Conducted due diligence of 12 international offices to identify cost saving synergies and quality improvement opportunities; created strategy for implementation of these quality and financial improvements
- Gained and maintained stakeholder alignment by setting program priorities and allocated technology program investments based upon business need, impact/effort analysis, and optimization of resources
- Deployed new technology platform to Hong Kong, Ukraine, Puerto Rico, Mexico, Dominican Republic, and Venezuela; built the foundation and playbook for deployment of the platform to 6 countries in the Balkans

Emerging Leadership Program, Operations Associate – Nielsen

July 2010 - April 2012

- Client Service Associate, Time Warner – NYC, NY – August 2011 to April 2012
- Project Manager, TV Client Reference Tool – Tampa, FL – February 2011 to July 2012
- Process Improvement Coordinator, Local TV – Tampa, FL – July 2010 to January 2011

ADDITIONAL PROFESSIONAL EXPERIENCE

3Pillar Global – Founding Member, Global Advisory Board – November 2020 to Present

Glazer Children's Museum – Member, Board of Directors – March 2021 to Present

Cystic Fibrosis Foundation, Gateway Chapter – Member, Board of Directors – March 2021 to Present

EDUCATION

University of North Carolina – Master of Business Administration – April 2018

Cornell University – Financial Management for Leaders Program – October 2017

University of Florida – Bachelor of Science, Industrial & Systems Engineering – May 2010

Minors: Sales Engineering, Business Administration; GPA: 3.77, Magna Cum Laude